



## Anglicare Victoria's Reconciliation Action Plan 2015-2017



# Foreword

Like many in our community, Anglicare Victoria considers it unacceptable that today's Indigenous Australians, the custodians of what is believed to be the world's oldest living culture, continue to face significant inequity, poverty and disadvantage, despite Australia's comparative wealth as a nation.

As a provider of care to children and young people with a long history, Anglicare Victoria operated during an era when past laws, practices and policies resulted in the often forced separation of Aboriginal and Torres Strait Islander children from their families. It is likely that some of those Aboriginal children were placed into the care of one of the founding institutions that amalgamated to form Anglicare Victoria. We also know that these past government policies have contributed to the socio-economic inequalities and systemic racism experienced by Indigenous communities and families today.

Anglicare Victoria acknowledges the deep grief, suffering and hurt that continues to ripple through Australia's Indigenous communities, and actively supports Australia's journey of reconciliation.

The Agency is committed to doing better in the way it responds to, and delivers services to Aboriginal children and families. This is a commitment to culturally sensitive practice, and to services that are inclusive, and informed by the voices of Aboriginal and Torres Strait Islander Peoples and communities.

Anglicare Victoria is proud to commit to the principles and actions enshrined in this Reconciliation Action Plan.

A handwritten signature in blue ink that reads "Paul McDonald".

Paul McDonald  
CHIEF EXECUTIVE OFFICER  
APRIL 2015



# About Our Agency

Anglicare Victoria was formed through an Act of Parliament - the Anglican Welfare Agency Act 1997, which joined together three of Victoria's long-established Anglican child and family welfare agencies - the Mission of St. James and St. John, St. John's Homes for Boys and Girls and the Mission to the Streets and Lanes. These three former agencies had over 260 years experience in providing care and support services to Victorians.

- The Mission to the Streets and Lanes commenced in 1886 providing food, shelter and pastoral care to women and children in inner-city Melbourne.
- The Mission of St. James and St. John was established in 1919. This was originally a city mission, however, within a few years the organisation began focusing more broadly on the needs of homeless children, lone mothers and families in need.
- St. John's Homes for Boys was established in 1921. By 1958, the home had also begun caring for young girls and changed its name to St John's Home for Boys and Girls.

In 2014, Anglicare Victoria merged with St Luke's Anglicare which had operated as an independent not for profit organisation since 1979. Prior to this, St Luke's was part of the Mission of St James and St John. Its purpose was to assist people to make positive changes in their lives, be connected and contribute to their communities. St Luke's Anglicare committed to practices that promote justice and hope and challenged actions that devalue, disadvantage and discriminate. The history and heritage of St Luke's Anglicare added to the strength of purpose and breadth of service delivery within Anglicare Victoria.

Today, Anglicare Victoria is a modern, professional and robustly managed agency that provides programs supporting tens of thousands of disadvantaged children, young people and adults from diverse families and communities across Victoria. In doing this work, the agency observes its mission statement: "to create a more just society, by expressing God's love through service, education and advocacy."

Anglicare Victoria employs over 1400 staff including nine people with an Aboriginal and Torres Strait Islander heritage and works with approximately 2500 volunteers. The Agency is managed through a corporate governance structure incorporating a Board, Council, Chief Executive Officer, executive staff group and a hierarchy of highly experienced and qualified regional directors, program managers and team leaders.

# Our Services

Our vision is to resource and empower children, young people and families to achieve their full potential by providing quality, innovative services, promoting social justice and strengthening local communities.

## **Children, Youth and Out of Home Care Services**

We provide foster care and residential care to children and young people as well as support and accommodation to unaccompanied young asylum seekers moving from detention into the community. We provide an extensive range of youth support services, mentoring support for adolescents, youth counselling, case management for young people with disabilities, educational support services, adolescent family mediation services and various Koori youth services.

## **Family Services**

Our family service programs help vulnerable families back on track with a range of family casework, in home support and family assistance services. We help families where children are at risk or the family unit is struggling with its responsibilities. We also help parents learn new skills and develop positive relationships with their children through our parent education, support and relationship services.

## **Specialist and Community Services**

Our specialist programs further support our clients in the community by providing tailored services including financial counselling and micro-finance loans, legal advice, assistance to victims of crime, counselling, disability support services, gamblers help, mental health services, housing support, carer respite and criminal justice ministry. We have also developed a wide range of parish partnerships that provide programs including emergency relief, counselling and support for migrant communities and homeless drop in services.



# Where Our Services Are Located

Anglicare Victoria works across each of Victoria's Department of Health and Human Services Divisions, the North including the area formerly referred to as the Loddon Mallee Region, Southern & Gippsland, the West and the East, and in Southern New South Wales.

The Central Office of Anglicare Victoria is located in Collingwood with services delivered from more than 50 sites around the State. While many of our offices are in metropolitan Melbourne, the agency is dedicated to working with rural communities through our own programs and partnerships with local parishes.

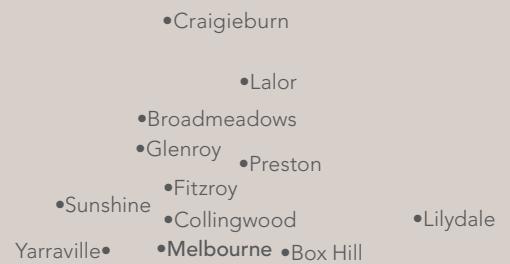
In Gippsland, we have offices in Warragul, Morwell, Bairnsdale and Leongatha. In the South we have offices at Dandenong, Frankston, Rosebud and Pakenham.

The agency also has major service sites at Box Hill, Bayswater and Lilydale as well as service sites in Wangaratta and Seymour in Victoria's North East.

In the western region, we have service sites at Yarraville, Sunshine, Werribee and Ballarat.

In the North, service sites currently include Preston, Lalor, Broadmeadows, Craigieburn and Glenroy.

In the Loddon Mallee Region, we have service sites at Bendigo, Kyneton, Maryborough, Castlemaine, Echuca, Swan Hill and at Deniliquin. We also have a site at Albury in New South Wales.



# Why Reconciliation?

It is of genuine concern to Anglicare Victoria that the extent of disadvantage suffered by Aboriginal and Torres Strait Islander Peoples is so significant when compared to non-Indigenous Australians. Anglicare Victoria and its predecessor agencies came into existence out of a motivation to redress social injustice and to assist individuals, families and communities to overcome disadvantage. We believe we share a moral imperative to address the reasons behind the division and inequity between Aboriginal and Torres Strait Islander Peoples and non-Indigenous Australians. We believe that mutual respect and parity of opportunity for all Australians across all domains of life to be possible and worthy of our strongest efforts. We believe that this will only be possible for Aboriginal and Torres Strait Islander Peoples if we fully involve them and encourage their self-determination.

Supporting reconciliation means working to overcome the reasons there is division and inequality between Aboriginal and Torres Strait Islander Peoples and non-Indigenous Australians. Achieving economic parity is most likely to be achieved if Aboriginal and Torres Strait Islander People's are fully involved in self-determination processes.

We believe that reconciliation comes about when we understand and recognise the impact of the actions of the past on Aboriginal and Torres Strait Islander children, families and communities. We believe it is important that we recognize past injustices and the pain, suffering and hurt that resulted for Aboriginal and Torres Strait Islander Peoples, their families and their communities.



We believe that reconciliation can be achieved if we act in ways that demonstrate our respect for Aboriginal and Torres Strait Islander Peoples and by addressing those issues of injustice and disadvantage that cause social division.

We believe we must act in ways to actively engage Aboriginal and Torres Strait Islander Peoples in shaping the sorts of service responses and support that they need and want.

We think there is most to gain when we match service responses to the individual's particular situation and circumstance including family, kinship relationships, community and cultural identity.

We believe that history, spirituality, culture, country and family connection are important to the health and wellbeing of Aboriginal and Torres Strait Islander Peoples. We believe we must act in ways that actively encourage Aboriginal and Torres Strait Islander Peoples to engage with their cultures, their well spring of wellbeing.

Anglicare Victoria is committed to ensuring that the whole agency is culturally safe for Aboriginal and Torres Strait Islander staff and the individuals and families who access our services. As an agency with a statewide focus, we celebrate the diversity, resilience and vibrancy of Aboriginal and Torres Strait Islander cultures. We commit to actions that result in increased cultural safety and are proud to partner with Aboriginal Community Controlled Organisations (ACCOs) wherever possible and work collaboratively to create a positive, safe and responsive community that respects all Aboriginal people.

# Our RAP

Early in 2011, Anglicare Victoria established the Reconciliation Action Plan Steering Committee and appointed Josie Stubbe and Darren Youngs as Joint Chairs. Josie Stubbe is a Jardawadjali woman who resides in Gippsland and is a well respected member of staff in our Gippsland region. Darren's turn as joint chair has since concluded and Jane Anderson, Anglicare Victoria's Gippsland regional director has since been appointed to the role of co-chair.

Since its beginnings, the core membership of the Steering Committee has been relatively stable. The group comprises staff from a variety of different backgrounds from across Anglicare Victoria, including two Aboriginal staff members. The Committee includes representatives from the Aboriginal Cultural Competence Steering Committee initiated by St Luke's Anglicare which now operates as a regular RAP meeting at a local level. The Anglicare Victoria Steering Committee will continue to oversee the implementation and ongoing review of the RAP during 2015-2017.

Within Anglicare Victoria the Chairs of the Reconciliation Action Plan Steering Committee are appointments made by our CEO in conjunction with recommendations from the Executive Governance Group. To be explicit, one of the Co-Chairs will always be a Regional Director and the second Co-Chair will be an employee with Aboriginal or Torres Strait Islander heritage. In terms of the day to day development of this initiative, the Director Quality is at present the primary sponsor of this project. The members of the Reconciliation Action Plan Steering Committee are all champions of this project at a regional level. They have all established regular RAP meetings at a local level and have embarked on a number of localized initiatives to begin the process of actively engaging the broader staff group in supporting this initiative.

As part of our journey, Anglicare Victoria has consulted with a number of Aboriginal Controlled Agencies. For example, the formulation of the vision and scope for Anglicare Victoria's Reconciliation Action Plan was framed from a workshop conducted at the Dandenong office of the Victorian Aboriginal Child Care Agency (VACCA). VACCA is the lead Aboriginal child and family welfare organisation in Victoria and has worked to protect the rights of vulnerable Aboriginal families and children since 1976. At this



workshop the Committee was fortunate to have input throughout the day from Kylie Bell, an Aboriginal woman from VACCA as well as a number of Elders from the local community. We have also consulted on select matters with the Brunswick office of VACCA which has provided formal cultural training for the Board of Anglicare Victoria as well as staff including the executive management group. Anglicare Victoria has also consulted with VACCA about issues of protocol and the presentation of newsletters for which we have received valuable feedback.

Our Steering Committee has also consulted with Aunty Carolyn Briggs, the Chair Person of the Boon Wurrung Foundation. The Boon Wurrung Foundation represents the traditional people and custodians of the lands from the Werribee River to Wilson Promontory. They are members of the Kulin People – the Boonwurrung and Woiwurrung. Representatives of our Steering Committee have sought the advice of Elders from Aboriginal Communities from the Latrobe Valley in Gippsland and the Lilydale area in the East.

Prior to merging with Anglicare Victoria, St Luke's Anglicare had developed an Aboriginal Cultural Competence (ACC) Action Plan, which guided practice, reforms and actions over the previous three years. The ACC Action Plan was developed following feedback and consultation with local Aboriginal Controlled Community Organisations (ACCOs) and VACCA and included: a cultural competence self-reflection tool and process for all staff ('Talk it Out'); development of partnership agreements with ACCOs; joint training and networking initiatives; recognition of significant dates and events; regular exchange and reflection between ACCOs and St Lukes Anglicare senior management; and inclusion of cultural competence criteria within staff recruitment and position descriptions. Following this, St Luke's Anglicare intended to further the commitment to cultural safety, respect and reconciliation by adopting a plan with actions and goals consistent with recommendations from, and accountability to, Reconciliation Australia. St Lukes RAP has been adopted for implementation at a local level and objectives that had an organisational focus have now been incorporated into Anglicare Victoria's over-arching RAP.

We continually seek to expand our network of contacts across a number of Aboriginal and Torres Strait Islander communities living in Victoria.

## Our Vision For Reconciliation

Anglicare Victoria respects Aboriginal and Torres Strait Islander history and diversity and recognises the impact of past and current injustices. We value, celebrate and learn from Aboriginal and Torres Strait Islander cultures and traditions and we listen with humility. We work collaboratively to improve the daily life of Aboriginal and Torres Strait Islander children, families and communities, in pursuit of justice and equality. Our vision is to support Aboriginal and Torres Strait Islander Peoples to meet their greatest potential in family and community. We will do this by approaching our practice in a culturally sensitive manner that is empowering and promotes self-determination



# Relationships

Anglicare Victoria works to build trust and improve relationships with Aboriginal families and communities.

Relationships are built on understanding and learning about one another, respecting difference, sharing similarities, celebrating achievements, supporting one another in times of difficulty and encouraging one another to grow and develop. This is the sort of relationship we want to foster. As an organisation and as individuals we seek to learn about Aboriginal and Torres Strait communities so that we can meaningfully deliver culturally appropriate services which celebrate, include, support and respect Aboriginal and Torres Strait Islander Peoples. We are committed to supporting self-determination and encouraging positive change where this is sought by our clients. We recognise that no group of people is homogenous, and honour the diversity and complexity that exists within Aboriginal and Torres Strait Islander communities.

## Our Inspiration for Relationships

The petals and seed pods are carried by the water to a place where they can grow. Water gives them life.

Each relies on the other for growth and movement.



Josie and Brooke.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
The Reconciliation Action Plan Steering Committee actively monitors the development and implementation of the Reconciliation Action Plan including whether actions are being implemented, and progress is being tracked and reported.	Chairperson/s - Reconciliation Action Plan Steering Committee	Jan, Feb, Apr, May, Jul, Aug, Oct, Nov, (annually) Jan, Feb, Apr, May, Jul, Aug, Oct, Nov (annually)	<ul style="list-style-type: none"><li>The Steering Group meets at least 8 times per year to monitor and report on the implementation of the Reconciliation Action Plan.</li><li>There is at all times representation from all regions on the Reconciliation Action Plan Steering Committee and representation from at least two Aboriginal and/or Torres Strait Islander staff members and/or external stakeholders.</li></ul>

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>MEASURABLE TARGET</b>
Engage our people and clients through events to enhance awareness and knowledge of Aboriginal and Torres Strait Islander Peoples, cultures and aspirations.	Chairperson/s - Reconciliation	Jan - Dec (annually)	<ul style="list-style-type: none"> <li>• Minimum 16 events per year (internal and external), including an annual Anglicare Victoria event to recognise National Reconciliation Week.</li> </ul>
Provide opportunities for Aboriginal and Torres Strait Islander employees and other employees to celebrate National Reconciliation Week.	Action Plan  Steering Committee	May (annually)  Dec (annually)	<ul style="list-style-type: none"> <li>• Invitations are sent to Aboriginal and Torres Strait Islander community members and Aboriginal Controlled Organisations for relevant events which recognise National Reconciliation Week.</li> <li>• Event to mark Reconciliation Action Plan milestones achieved during the year.</li> </ul>

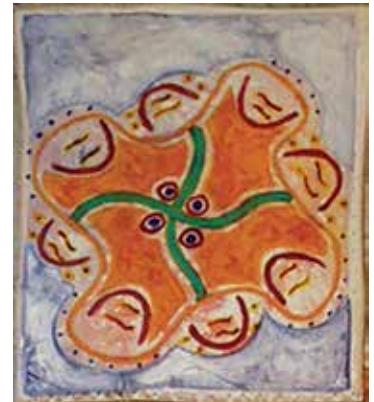
<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>MEASURABLE TARGET</b>
Establish new and continue to support existing relationships with local Aboriginal and Torres Strait Islander groups including Aboriginal Controlled Organizations.	Regional Directors	Dec 2015	<ul style="list-style-type: none"> <li>• Minimum 16 events per year (internal and external), including an annual Anglicare Victoria event to recognise National Reconciliation Week.</li> </ul>
	Regional Directors	Dec (annually)	<ul style="list-style-type: none"> <li>• Invitations are sent to Aboriginal and Torres Strait Islander community members and Aboriginal Controlled Organisations for relevant events which recognise National Reconciliation Week.</li> </ul>
	Regional Directors	Dec (annually)	<ul style="list-style-type: none"> <li>• Event to mark Reconciliation Action Plan milestones achieved during the year.</li> </ul>

# Respect

Celebrate Aboriginal and Torres Strait Islander presence, cultures and diversity by acknowledging and understanding the needs of local communities, ensuring a safe space for their voice and by acting against discriminatory systems. We seek to deliver child, youth and family services that are experienced by those who receive them as respectful and safe.

## Our Inspiration for Respect

Respect is a journey that is not always a straight line. We gather thoughts and ideas from the people who journey together with us. This enables us to gather new understandings and insights, and it nurtures our lives.



Jane and Shannon.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Engage employees in understanding the protocols around Acknowledgement of Country and Welcome to Country ceremonies to ensure there is shared understanding of the meaning behind the ceremonies.	Director –Quality  General Manager – Community Relations and Fundraising  Director –Quality  Director - Quality	July 2015  Jan (annually)  Feb 2015  June 2015	<ul style="list-style-type: none"><li>Develop implement and communicate a protocol document for use across Anglicare Victoria.</li><li>Identify at least one significant event per year where a Welcome to Country from a Traditional Owner will be included. For example, Dinner with the Angels.</li><li>Meeting agendas and minutes include Acknowledgement of Country.</li><li>All staff issued with a prompt script card for use in Acknowledgement of Country.</li></ul>
Provide opportunities for Aboriginal and Torres Strait Islander employees to engage with their culture and community through NAIDOC Week events.	Director – People and Culture  Director – People and Culture	Sept 2015  Sept 2015	<ul style="list-style-type: none"><li>Policy is in place to allow staff the option of taking the annual day off either on Friday of NAIDOC week (Black Friday/Day of Mourning) or at the end of the year.</li><li>Provide opportunities for Aboriginal and Torres Strait Islander employees to participate in NAIDOC Week events.</li></ul>

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>MEASURABLE TARGET</b>
Develop internal communication mechanisms to enhance and acknowledge staff engagement and knowledge of Aboriginal and Torres Strait Islander Peoples, cultures and aspirations.	Director - Quality	Mar, Jun, Sep, Dec (annually)	<ul style="list-style-type: none"> <li>Articles in each quarterly newsletter record staff involvement in Aboriginal and Torres Strait Islander programs, cultural events and celebrations</li> </ul>
	Chairperson/s - Reconciliation Action Plan Steering Committee	Jan, Feb, May, July (annually)	<ul style="list-style-type: none"> <li>Minimum of four email notifications to all staff regarding Aboriginal and Torres Strait Islander cultural events and celebrations</li> </ul>
	General Manager - Leadership and Organisational Development	Sept 2015	<ul style="list-style-type: none"> <li>A section on Anglicare Victoria's commitment to Reconciliation and local Aboriginal and Torres Strait Islander communities and cultures is included in the staff e-learning program.</li> </ul>
	General Manager – Leadership and Organisational Development Director – Service Infrastructure	June 2016	<ul style="list-style-type: none"> <li>50% of all staff have completed the e-learning module.</li> </ul>
	Chairperson/s - Reconciliation Action Plan Steering Committee	Dec 2015	<ul style="list-style-type: none"> <li>Webpage on the Anglicare Victoria website</li> </ul>
		February (annually)	<ul style="list-style-type: none"> <li>Conduct an annual Reconciliation Action Plan survey to measure and learn from staff knowledge and understanding of local Aboriginal and Torres Strait Islander history, cultures and traditions and local Aboriginal Controlled services.</li> </ul>

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>MEASURABLE TARGET</b>
Procure symbols of Aboriginal and Torres Strait Island cultures that create a welcoming environment that signals recognition and safety throughout facilities and care environments.	Chairperson/s - Reconciliation Action Plan	June 2015	<ul style="list-style-type: none"> <li>• Artwork by a Victorian Aboriginal artist is commissioned and displayed.</li> </ul>
	Steering Committee	June 2015	<ul style="list-style-type: none"> <li>• Artwork is used in publicity to brand activities and products.</li> </ul>
	Events Manager	Feb 2015	<ul style="list-style-type: none"> <li>• Plaques with Acknowledgement of Country on which offices exist are displayed in all offices.</li> </ul>
	Property & Fleet Manager	Feb 2015	<ul style="list-style-type: none"> <li>• Aboriginal and Torres Strait Island flags are displayed in each of the Anglicare Victoria offices.</li> </ul>
		Dec 2016	<ul style="list-style-type: none"> <li>• Access rooms and residential homes to be resourced with culturally diverse resources, e.g. toys, music, posters, books.</li> </ul>
	General Manager Placement & Support	Dec 2015	<ul style="list-style-type: none"> <li>• Cultural resource material to be provided to non Indigenous carers of Aboriginal and Torres Strait Islander children and young people.</li> </ul>
	Regional Directors	Feb 2015	<ul style="list-style-type: none"> <li>• Undertake small scale targeted feedback from Aboriginal and Torres Strait Islander Peoples to rate our offices as culturally appropriate and welcoming environments.</li> </ul>

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>MEASURABLE TARGET</b>
Engage employees in cultural learning to increase their understanding and appreciation of different cultural backgrounds so as to lay the foundation for other Reconciliation Action Plan actions to be achieved.	CEO and Board Chairman	Dec (annually)	<ul style="list-style-type: none"> <li>• All Board members attend cultural competency training within the first term of their appointment.</li> </ul>
	General Manager – Leadership and Organisational Development	Annually in Dec 2015 & 2016	<ul style="list-style-type: none"> <li>• Training records show that 10% of staff and carers attend cultural competency training each year.</li> </ul>
	Director – People and Culture	July (annually)	<ul style="list-style-type: none"> <li>• Annual performance reviews include questions on what staff have undertaken in the last 12 months and plan to do in the next 12 months on cultural competency.</li> </ul>
	Chairperson/s - Reconciliation	Feb (annually)	<ul style="list-style-type: none"> <li>• New members are recruited to join the Reconciliation Action Plan Steering Committee.</li> </ul>

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>MEASURABLE TARGET</b>
Investigation of all of agency implementation of Talk It Out, a self-reflective learning tool and process that increases Aboriginal cultural competency and safety within the agency.	Action Plan Steering Committee  Director Strategy and Innovation  Director Strategy and Innovation, GM Leadership and Organisational Development  Director Quality  Director Quality	March 2016  Nov 2015  Feb 2016  March 2016	<ul style="list-style-type: none"> <li>• Presentation to Executive Management Group of purpose of Talk It Out, benefits to staff and agency, resources required for agency roll out</li> <li>• Facilitation of Talk it Out session to members of senior management group and RAP Steering Committee.</li> </ul> <ul style="list-style-type: none"> <li>• Recommendation for organisational decision on adoption of Talk It Out model</li> <li>• Further planning dependent upon agency decision</li> </ul>
Facilitate client cultural connection across all Placement and Support Services.	Director Quality  Director Client Services	June 2015  July 2015  July 2016	<ul style="list-style-type: none"> <li>• Develop guidelines to assist staff to identify Aboriginal and Torres Strait Islander children and families.</li> <li>• Develop best practice criteria to inform current practice in relation to our use of cultural support plans.</li> <li>• Eight cultural support plans (two from each region) are audited and analysed against best practice criteria.</li> </ul>
Reduce impediments to service access by Aboriginal and Torres Strait Islander Peoples.	Director Quality	June 2016  Dec 2016	<ul style="list-style-type: none"> <li>• Consultation with Aboriginal Controlled Organisations and Aboriginal and Torres Strait Islander clients regarding service accessibility is undertaken.</li> <li>• Actions are undertaken to improve service access for Aboriginal and Torres Strait Islander clients as a result of their feedback.</li> </ul>

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>MEASURABLE TARGET</b>
Improve the application of the Looking After Children (LAC) framework with Aboriginal and Torres Strait Islander children and young people.	Director Client Services	March 2016 June 2017	<ul style="list-style-type: none"> <li>• A quality improvement plan is developed.</li> <li>• The numbers of Aboriginal and Torres Strait Islander children and young people with completed Looking After Children (LAC) documentation has increased since the development of the improvement plan.</li> </ul>
Improve our understanding of how Aboriginal and Torres Strait Islander family and community decision making can drive child safety and wellbeing.	Director Client Services Director Client Services	Dec 2017 Jan 2017	<ul style="list-style-type: none"> <li>• A literature review incorporating and building upon Section 5.5 of Pillars of Practice Family Services.</li> <li>• A Best practice approach to involving Aboriginal and Torres Strait Islander families and communities is identified and recommended for implementation.</li> </ul>

# Opportunities

Connecting with local Aboriginal and Torres Strait Islander Peoples, families, communities and staff to create meaningful opportunities.

We intend to promote the interests of Aboriginal and Torres Strait Islander Peoples by joining with them to encourage a sense of personal agency and influence in the workings of the organisation. We will pursue partnerships with Aboriginal and Torres Strait Islander organisations and businesses to enable mutual synergy. In our service provision, we seek to foster new possibilities in the lives of children, families, individuals and communities. We will proactively seek to employ more Aboriginal and Torres Strait Islander peoples by adopting culturally sensitive recruitment and retention practices.

## Our Inspiration for Opportunity

The Eucalyptus leaf is our metaphor for diversity, 'branching out' and 'reaching out'. It is Anglicare's opportunity to embrace the RAP process and learn and have hope for a diverse and rich future.



Rita and Marie.

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Actively promote and support change campaigns targeting the interests of Aboriginal and Torres Strait Islander Peoples.	Director – Quality	Mar, June, Sept, Dec (annually)	<ul style="list-style-type: none"><li>Promote knowledge amongst staff of campaigns that target the interests of Aboriginal and Torres Strait Islander Peoples, e.g. the Recognise campaign acknowledging the Aboriginal and Torres Strait Islander Peoples in the Australian constitution</li></ul>
Representation of Aboriginal and Torres Strait Islander Peoples on Anglicare Victoria's Board.	CEO and Board Chairman	June 2017	<ul style="list-style-type: none"><li>Pursue networks that may yield a potential Aboriginal and Torres Strait Islander candidate who fulfils the criteria for Board membership.</li></ul>

<b>ACTION</b>	<b>RESPONSIBILITY</b>	<b>TIMELINE</b>	<b>MEASURABLE TARGET</b>
Investigate opportunities to increase Aboriginal and/or Torres Strait Islander employment, volunteer and carer positions and student placements opportunities within Anglicare Victoria.	Director - People and Culture  Director - People and Culture  General Manager - Leadership and Organisational Development	Dec 2015  Jan 2016  Dec 2015 and Dec 2016  (annually)  Dec 2016  Dec 2016	<ul style="list-style-type: none"> <li>Develop an Aboriginal and Torres Strait Islander employment strategy.</li> <li>Job advertisements welcome applications from Aboriginal and Torres Strait Islander Peoples.</li> <li>20% of positions per year are advertised in media targeting the Aboriginal and Torres Strait Islander community, for example the 'Koori Mail' and indigenousjobs.com.au.</li> <li>Investigate establishing a cadetship program for an Aboriginal or Torres Strait Islander university student.</li> <li>Establish Anglicare Victoria's credentials as a placement provider for Aboriginal and Torres Strait Islanders.</li> <li>Aboriginal and Torres Strait Islander students engaged in relevant tertiary study.</li> </ul>
Encourage retention and opportunities for further training and career progression for Aboriginal and Torres Islander employees.	Director – People and Culture	Dec 2016	<ul style="list-style-type: none"> <li>Develop a Aboriginal and Torres Strait Islander retention strategy.</li> </ul>
Investigate opportunities to increase the number of Aboriginal and Torres Strait Islander businesses within Anglicare Victoria's supply chain.	Chief Financial Officer	March 2015  July 2015  July 2015  Sept 2015	<ul style="list-style-type: none"> <li>Review Anglicare Victoria's procurement policies and address barriers to using Aboriginal and Torres Strait Islander businesses.</li> <li>Identify Aboriginal and Torres Strait Islander businesses from which to purchase products and services.</li> <li>Staff have received information about using Aboriginal and Torres Strait Islander businesses.</li> <li>Seek to develop at least one viable commercial relationship with an Aboriginal and Torres Strait Islander business.</li> </ul>

# Accountability

ACTION	RESPONSIBILITY	TIMELINE	MEASURABLE TARGET
Tracking progress and reporting	Chairperson/s - Reconciliation Action Plan Committee	Aug (annually) June 2015	<ul style="list-style-type: none"><li>Annually monitor and refresh Anglicare Victoria's Reconciliation Action Plan.</li><li>Implementation of regional strategies to foster relationships between Aboriginal and Torres Strait Islander communities and Anglicare Victoria.</li><li>Executive Management Group receives an annual progress report from the Reconciliation Action Plan Steering Committee.</li><li>Champions are appointed to oversee regional engagement of local staff in internal and external events.</li><li>Complete and submit the Reconciliation Action Plan (RAP) Impact Measurement Questionnaire to Reconciliation Australia each year.</li></ul>
		Dec (annually)	
		Nov 2015	
		Aug (annually)	

## **PREPARATION Gathering Together**

Inspiration for the artwork was drawn from 11 unique art boards that were first developed by a group of 20 Anglicare Victoria staff at their own cultural training and art workshop held in August 2014. After several rounds of the story telling board game which raised our knowledge and awareness of totems, the dreamtime, cultural practices, art and languages, staff were primed to create a piece of art that depicted the three Reconciliation Action Plan themes of respect, relationships and opportunity.

All of these themes are important to the reconciliation journey that Anglicare Victoria has committed to through its RAP and vision for a more just society. Staff reflected upon the past, present and future and how we as individuals and as an organisation can journey toward reconciliation. Staff used elements from nature to symbolise their understanding of their chosen theme in their own art piece.

Carolyn Briggs and her team then used these ideas to inspire the art piece we see today.



These are the original paintings created by Anglicare Victoria staff. Each of these designs were then used as inspiration for the final artwork.

## **Our Thanks**

Anglicare Victoria would like to acknowledge and thank Elder Carolyn Briggs, who is the Chair and Founder of the Boon Wurrung Foundation, for her guidance in the design and painting of the artwork that appears in this document. She was instrumental in leading a workshop held with staff from Anglicare Victoria that culminated in a team mural depicting our reconciliation journey. She has been generous in her guidance and in the sharing of her wisdom and many talents.



### The Painting

This painting has been fashioned in the form of a possum cloak which was traditionally worn by Australia's First People living in the colder climates of the south east. Inside the cloak we can see the pelts of the native possum, stitched together to create a warm, protective and comforting shield.

The dried skin, softened over time, has a quality and patina suggestive of a richly lived and aged life with wrinkles and lines akin to a typographical map. This could be representative of a network of routes linking nations, clans, culture, songs, heritage and ceremonies amidst a beautiful, yet rugged, landscape.

The colours used are borrowed from the landscape and the seascape weaving between them the leaves of the Kulin Nation, Bunjils eggs, the Yarra River, the fruiting cones of the banksia, transformational flames roaring through the bush and the leaves of a gum tree with its many qualities such as food, medicine, wood for cooking and warmth, tools and shelters.

The u bends in the river are representative of the invitation that our Agency extends to Aboriginal Peoples and Communities across Victoria. It is symbolic of a gathering place and our willingness to talk with, and walk alongside, those Aboriginal Peoples and Communities willing to come with us on this journey of reconciliation. We are open to listening and learning and will bring the best of our capabilities to make a better and richer future for all.

What can you see?





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**CENTRAL OFFICE**

103 Hoddle Street, Collingwood VIC 3067